

EPAUnited States Environmental Protection Agency
Washington, DC 20460**Work Assignment**

Work Assignment Number

1-32

☐ Other☐ Amendment Number:

Contract Number

EP-W-10-002

Contract Period 11/19/2009 To 11/18/2014

Base Option Period Number 1

Title of Work Assignment/SF Site Name

Effectiveness of CE in CSWER

Contractor

INDUSTRIAL ECONOMICS, INCORPORATED

Specify Section and paragraph of Contract SOW

Pg. 10-11, Element 3, Sec. 1/Para. 1

Purpose:



Work Assignment



Work Assignment Close-Out



Work Assignment Amendment



Incremental Funding



Work Plan Approval

Period of Performance

From 08/22/2011 to 11/18/2011

Comments

The purpose of this action is to initiate WA 1-32. The Contractor shall provide a work plan and cost estimate in accordance with the contract.



Superfund

Accounting and Appropriations Data



Non-Superfund

SFO
(Max 2)

Note: To report additional accounting and appropriations data use EPA Form 1800-69A.

Line	DCN (Max 6)	Budget/FY (Max 4)	Appropriation Code (Max 6)	Budget Org/Code (Max 7)	Program Element (Max 9)	Object Class (Max 4)	Amount (Dollars)	(Cents)	Site/Project (Max 8)	Cost Org/Code (Max 7)
1										
2										
3										
4										
5										

Authorized Work Assignment Ceiling

Contract Period:

Cost/Fee:

LOE:

11/19/2009 To 11/18/2014

This Action:

Total:

Work Plan / Cost Estimate Approvals

Contractor WP Dated:

Cost/Fee:

LOE:

Cumulative Approved:

Cost/Fee:

LOE:

Work Assignment Manager Name Michelle Mandolia

Branch/Mail Code:

Phone Number 202-566-2198

FAX Number:

(Signature)

(Date)

Project Officer Name Cathy Turner

Branch/Mail Code:

Phone Number: 202-566-0951

FAX Number:

(Signature)

(Date)

Other Agency Official Name

Branch/Mail Code:

Phone Number:

FAX Number:

(Signature)

(Date)

Contracting Official Name Jami Rodgers

Branch/Mail Code:

Phone Number: 202-564-4781

FAX Number:

(Signature)

(Date)

Work Assignment Statement of Work

Title: Effectiveness of Community Engagement in OSWER Programs: A Formative Evaluation

Contractor: IEc, Inc.

Contract No.: EP-W-10-002

Work Assignment Number: 1-32

Phase 1:

Estimated Period of Performance: Date of issuance to November 18, 2011

Estimated Level of Effort: 318 hours

Phase 2:

Estimated Period of Performance: November 19, 2011 to November 2012

Estimated Level of Effort: 691 hours

Key EPA Personnel:

Work Assignment COR (WA COR): Michelle Mandolia
Office of Policy
U.S. EPA
1200 Pennsylvania Ave., N.W.
Washington, DC 20460
(202) 566-2198 (phone)
(202) 566-2200 (fax)
Mail Code (1807T)
mandolia.michelle@epa.gov

Contract Level COR: Cathy Turner
CMG/OP (1805T)
202/566-0951
202/566-3001 (fax)

BACKGROUND AND PURPOSE:

Located within the Office of Policy (OP)'s Office of Strategic Environmental Management is the Evaluation Support Division (ESD). ESD's mission is to build the capacity of EPA staff and managers to conduct program evaluation activities throughout the Agency by providing technical support and training on program evaluation for EPA's national programs and regional offices. A crucial component in assessing the benefit of meeting goals, objectives, and sub-objectives is having measurable results.

As part of its effort to encourage the effective use of program evaluations throughout the Agency, ESD promotes program evaluation through a Program Evaluation Competition (PEC or Competition). This Competition is part of an ongoing, long-term effort to help build the capacity of headquarters and regional offices to evaluate activities and to improve measures of program performance. This program evaluation project was chosen for support under the current Program

Evaluation Competition sponsored by OP.

This evaluation will be conducted by the OSWER Center for Program Analysis with support from all of the OSWER program offices and regions. OSWER and regional offices conduct a significant amount of community engagement work in the course of implementing program activities related to land cleanup, emergency preparedness and response, and the management of hazardous substances and waste. Effective and proactive engagement of affected communities is considered to be essential to the success of OSWER programs because it helps EPA waste programs to build trust and relationships with the communities they serve, and to fully understand community issues and local knowledge, which both enhances cleanup plans and avoids costly delays that can occur because of misunderstandings.

EPA needs to consistently and diligently engage communities in decision making processes to produce outcomes that are protective and aligned with community goals. OSWER is committed to involving communities, especially those that are economically disadvantaged and providing opportunities for meaningful input on EPA activities or decisions that affect them.

In December 2009, OSWER announced the Community Engagement Initiative (CEI) to evaluate and enhance OSWER and regional offices' engagement with local communities and other stakeholders, and help them meaningfully participate in OSWER and regional decision-making processes. During the past year of implementation, many milestones and deliverables have been completed, including the release of recommendations reports on technical assistance and superfund information repositories and the development of workplans for each OSWER program office for processes they will be working on to enhance community engagement.

Community engagement activities have been a required component of OSWER's Superfund program for many years. However, OSWER programs do not currently require that community engagement activities be tracked or documented, which would be necessary for the determination of the frequency or consistency that these activities are being completed.

The Initiative includes a commitment to evaluate the effectiveness of OSWER program community engagement activities. This formative evaluation is essential for achieving this goal because it will allow the CEI to establish a baseline for OSWER community engagement activities. It will allow the CEI to focus its data collection efforts, and develop methods for tracking activities in a consistent way, so that OSWER will be able to hone its strategy and evaluate the impact of specific policy changes on the effectiveness community engagement, and consequently, the performance of OSWER programs. A baseline, and the development of a strong logic model, will be necessary key ingredients for future outcome evaluations that are likely to be conducted when this initiative has been fully implemented.

The results of this formative evaluation will also be used to determine specific community engagement activities that qualify as "best practices". The resulting data will identify the set of activities that were conducted at sites considered to have successfully engaged the community, but it will also allow the effectiveness of individual activities to be evaluated across a variety of different sites and situations.

It is envisioned that the results of this evaluation can be used to inform the community engagement work of programs throughout the agency. The CEI directly responds to the

Administrator's priority mission of expanding the dialogue on environmentalism with communities that have been historically under-represented in EPA decision-making. Similarly, community engagement is becoming a higher priority among programs Agency-wide, which necessitates the development of these methods to evaluate the effectiveness of community engagement.

The principles of the Administration's Open Government Directive – transparency, collaboration and participation – will also be examined as critical aspects to effective community engagement in this program evaluation.

Qualification Criteria for Personnel

The team assigned to this work assignment collectively must have expertise in the following areas:

- a. EPA OSWER program activities—land cleanup, emergency preparedness and response, and the management of hazardous substances and waste
- b. Evaluation of EPA programs
- c. Engagement of affected communities in EPA program work, ideally OSWER program implementation
- d. Engagement of affected communities in EPA's decision making processes
- e. Engagement of economically disadvantaged communities
- f. Processes that allow for meaningful input
- g. Formative evaluation
- h. Baseline determination
- i. Performance measurement
- j. Development of lessons and best practices

Quality Assurance (QA) Requirements

Check ☐ Yes or ☒ NO, if the following statement is true or false. The Contractor shall submit a written Quality Assurance Project Plan for any project that is developing environmental measurements or a Quality Assurance Supplement to the Quality Management Plan for any project which generates environmental data using models with their technical proposal.

TASKS AND DELIVERABLES:

The work assignment (WA) Contracting Officer Representative (COR) will review all deliverables in draft form and provide revisions and/or comments to the contractor. The contractor shall prepare the final deliverables incorporating the WA COR's comments.

Contractor personnel shall at all times identify themselves as Contractor employees and shall not present themselves as EPA employees. Furthermore, they shall not represent the views of the U.S. Government, EPA, or its employees. In addition, the Contractor shall not engage in inherently governmental activities, including but not limited to actual determination of EPA policy and preparation of documents on EPA letterhead.

PHASE 1 INCLUDES TASK 1 AND TASK 2

TASK 1: PREPARE WORKPLAN

The contractor shall prepare a workplan that addresses Phase 1 and 2 within 15 calendar days of receipt of a work assignment signed by the Contracting Officer (CO). The workplan shall outline, describe and include the technical approach, resources, timeline and due dates for deliverables, a detailed cost estimate by task and a staffing plan. The WA COR and the Contract Level COR and the CO will review the workplan. However, only the CO can approve/disapprove the workplan. The contractor shall prepare a revised workplan incorporating the Contracting Officer's comments, if required.

Deliverables and Schedule Under Task 1

- | | |
|----------------------|---|
| 1a. Workplan | Within 15 calendar days of receipt of work assignment. |
| 1b. Revised workplan | Within 5 calendar days of receipt of comments from the CO, if required. |

NOTE REGARDING WORK ASSIGNMENT DELIVERABLES AND TECHNICAL DIRECTION:

The Work Assignment Contracting Officer's Representative (COR) is authorized to issue technical direction (TD) under this work assignment. The COR will follow-up all oral technical direction in writing within 5 days.

TASK 2: DOCUMENT REVIEW AND DESIGN METHODOLOGY *[Contract Scope of Work Element III, Section 1, para(s) 1, page(s) (10 -11)]*

- 2-1 PARTICIPATE IN A CONFERENCE CALL. The contractor shall participate in a conference call with the WA COR and other Agency staff to clarify the purpose of the evaluation effort and to exchange ideas about the design of the assessment, the information to be collected, potential sources of information, appropriate ways to analyze and present the information, and other pertinent matters. The COR will contact the contractor and provide a time and date for the conference call. For the purposes of costing the contractor shall assume one two-hour conference call. Within 3 calendar days, the contractor shall deliver a basic summary of the information established during the call.
- 2-2 REVIEW DOCUMENTS. The WA COR will provide the contractor with relevant links and essential documents to become familiar with the history, goals, and status of each program activity to be evaluated. In addition, the contractor shall conduct a literature review to determine if any existing evaluations, studies or analysis of the program have been conducted. The contractor is expected to seek out other documents for review, including those from government and non-government sources, to become familiar with the program and the program content area that are relevant to this evaluation effort. The contractor shall complete a review of these documents seven (7) calendar days after receiving them. The contractor shall also prepare and submit to the WA COR a bibliography and summary of the findings from the document and literature review. The

contractor shall revise and update the bibliography periodically as additional literature sources are identified and reviewed.

- 2-3 **SCOPING TASK.** The contractor shall conduct a scoping exercise to better understand and identify the data sources (qualitative and/or quantitative) and data collection methods (surveys, in-person interviews, site visits, data base review or literature review, Internet search, review of progress reports etc.,) that are most appropriate for this evaluation. The contractor shall prepare a brief memo summarizing the results of this effort. The contractor shall deliver the scoping document 7 calendar days after receiving a TD from the WA COR.
- 2-4 **ASSIST IN DEVELOPING A LOGIC MODEL.** The development of a logic model is an essential tool in developing a common understanding of a program's inputs, outputs and activities. As an initial step in preparation for the evaluation, EPA began developing a logic model of its program. EPA will share the draft logic model with the contractor. Based on information gathered from the conference calls (Task 2-1) and document review (Task 2-2), the contractor shall develop and submit a draft logic model using software (e.g., Microsoft Word, Power Point) that can be manipulated/revised by EPA within 7 calendar days after receipt of the draft logic model from the WA COR. The development of the logic model is an iterative process. The contractor shall finalize the logic model within 7 calendar days after receipt of comments on draft(s) of the logic model from the WA COR.
- 2-5 **REFINE EVALUATION QUESTIONS.** EPA is providing an initial list of draft evaluation questions for use by the contractor (see below). The EPA evaluation team has identified the following key questions to provide focus to the program evaluation. These questions, while subject to further refinement, will form the basis of the evaluation going forward. The overarching questions would likely remain consistent, but the specific questions and sub-questions would be subject to revision. Using this list, the information gathered in Tasks 2-1 and 2-2, and the logic model developed in Task 2-4, the contractor shall confer with the WA COR and evaluation team members to discuss and refine the evaluation questions that will be the subject of this evaluation. The contractor shall prepare and submit to the WA COR a revised, comprehensive set of draft evaluations and sub-questions that will be the subject of this evaluation. The contractor shall finalize the draft questions 7 calendar days after receipt of comments from the WA COR via Technical Direction (TD).

Draft evaluation questions:

1. What is the baseline for current OSWER community engagement activities, with respect to frequency of practice and program-to-program variability??
2. What measures can be used to evaluate the effectiveness of community engagement activities?
3. Can these measures be used to improve the effectiveness of OSWER programs' community engagement practices?
4. What best practices can be identified, and how can they further inform our approach to effective community engagement?

- 2-6 REPORT OUTLINE. The contractor shall submit for discussion and agreement an annotated outline describing the purpose, titles, and intended contents of the chapters and sections of the final report. The outline shall also describe the planned length and style of the document. The outline shall be used as a reference by the evaluation team throughout the evaluation process. Any possible need to modify the outline shall be a discussion among the entire evaluation team.
- 2-7 DESIGN EVALUATION METHODOLOGY. Based on the conference calls (2-1), the document review (Task 2-2), the scoping document (Task 2-3), the final logic model (Task 2-4), the final evaluation questions (Task 2-5), and the report outline (Task 2-6), the contractor shall prepare a draft evaluation methodology, which will address the purpose, audience, the refined questions that will be the focus of the evaluation. As part of the methodology, the contractor shall document the primary and secondary data sources, collection methods, and collection strategy, appropriate qualitative and quantitative tools for analyzing data, practical issues of data collection, and a clear strategy for data documentation and management needed to answer each evaluation question. The contractor shall also document any survey instruments, survey data, survey questions, and interview/discussion guides and protocols used in support of the evaluation. This methodology shall include an approach for identifying potential interviewees. The draft evaluation methodology shall also include a proposed schedule for each of the following: (1) all information gathering under Task 3-1, including interviews; (2) the compilation, analysis and presentation of information gathered (Task 3-2) and (3) providing a draft briefing and the draft and final reports (Task 4-1, 4-2 and 4-3). The draft evaluation methodology shall be due 21 calendar days after the receipt of a TD from the WA COR. The final evaluation methodology will be due 7 calendar days after receipt of comments from the WA COR via TD.
- 2-8 EVALUATION ASSURANCE PLAN. The contractor shall prepare an evaluation assurance plan (EAP) that shall describe the use of primary and or secondary data sources for the evaluation report. Specifically, the EAP will describe: 1) the purpose of the evaluation, 2) the methodology used to collect data for the report, 3) how and where data for the evaluation was collected, 4) why the particular data collection method was chosen, 5) how the data will be used and by whom, 6) how the resulting evaluation report will be used and by whom and, 7) any data limitations or caveats. An example of an EAP will be provided by the COR. The contractor shall submit the EAP to the WA COR one week after the final evaluation methodology is approved. A final EAP will be delivered 3 calendar days after receipt of comments from the WA COR via TD.

Deliverables and Schedule Under Task 2

2-1a	Participate in conference	To be specified by the WA COR
2-1b	Information summary	3 calendar days after call
2-2	Summary of Document Review	7 calendar days after receipt of documents
2-3	Scoping Memo	7 calendar days after receipt of TD from WA COR
2-4	Finalize Logic Model	7 calendar days after receipt of draft Logic Model from WA COR
2-5a	Draft Refined Questions	7 calendar days after final meeting with WA

2-5b	Final Refined Questions	COR 7 calendar days after receipt of comments from WA COR via TD
2-6a	Draft Report Outline	7 calendar days after final meeting with WA COR
2-6b	Final Report Outline	7 calendar days after receipt of comments from WA COR via TD
2-7a	Draft evaluation methodology	21 calendar days after receipt of TD from WA COR
2-7b	Final evaluation methodology	7 calendar days after receipt of comments via TD from WA COR
2-8a	Evaluation Assurance Plan	7 calendar days after COR approves final evaluation methodology
2-8b	Evaluation Assurance Plan	3 calendar days after receipt of comments via TD from WA COR

PHASE 2: INCLUDES TASKS 3 AND 4

TASK 3: INFORMATION GATHERING AND ANALYSIS

[Contract Scope of Work Element III, Section 1, para(s) 1, page(s) (10 -11)]

- 3-1 INFORMATION GATHERING. The information that is needed to conduct this evaluation will come from a variety of sources including the information identified collected in Task 2-3 and included in the final methodology 2-7b. Within 7 calendar days after the WA COR approves the evaluation methodology (via TD), the contractor shall begin the data collection process specified in the approved evaluation methodology. The data collection will end in accordance with the schedule included in the evaluation methodology
- 3-2 DISCUSSION OF DATA COMPILATION, ANALYSIS, AND PRESENTATION. In accordance with the evaluation methodology schedule, the contractor shall meet via conference call with the WA COR and other Agency staff to present and discuss approaches to and preliminary results of data compilation, analysis, and presentation of the information. Prior to this call and for discussion during the call, the contractor shall provide the WA COR with a briefing memo that outlines preliminary findings for each evaluation question, and overall preliminary recommendations/conclusions.

Deliverables and Schedule Under Task 3

3-2a	Discuss data compilation, analysis and presentation	In accordance with Methodology Schedule approved in Task 2-5b
3-2b	Briefing memo of preliminary findings	In accordance with Methodology Schedule approved in Task 2-5b

TASK 4: REPORTS

[Contract Scope of Work Element III, Section 1, para(s) 1, page(s) (10 -11)]

- 4-1 DRAFT BRIEFING WITH GRAPHICS. The contractor shall submit a briefing

packaged that follows the final report outline. It shall cover the key points to be contained in each section of the report and should summarize the essence of the report before the report is written. The contractor shall present the draft briefing for discussion and comment to the evaluation team and key stakeholders via teleconference. For purposes of costing, the contractor shall assume that two separate draft briefings will be required.

- 4-2 DRAFT REPORT. In accordance with the evaluation methodology schedule, the contractor shall submit a draft report containing, the compilation, analysis, and presentation of information developed and gathered during the conduct of the evaluation. Specifically, the contractor shall include information obtained or developed in support of Tasks 2-1 through 3-2. For purposes of costing, the contractor shall assume that a sequence of a draft preliminary findings memorandum, two draft briefings, and two separate draft reports will be required.
- 4-3 FINAL REPORT. The contractor shall provide a final report that reflects appropriate consideration of the Agency's comments on the draft report and of any comments received during the oral presentations. The WA COR will provide the contractor with a copy of the ESD's Report Style Guidelines. These guidelines shall be used to write all components of the evaluation report. In addition, the contractor shall use the ESD Report Cover provided by the WA COR when preparing the final report.
- 4-3 EVALUATION RECOMMENDATION TAXONOMY FORM. The EPA will use this form to categorize each recommendation the contractor develops for the final report. The contractor shall complete the Evaluation Recommendation Taxonomy Form by providing each recommendation for the given evaluation, its proposed evaluation recommendation category, its direct environmental impact, and any additional comments the contractor may have. The list of the evaluation recommendation categories is located on the form for reference purposes. The WA COR will provide the contractor with a copy of the Evaluation Recommendation Taxonomy Form. The contractor shall complete the taxonomy form 3 calendar days after the final report is completed.
- 4-4 ORAL PRESENTATIONS. The contractor shall be prepared to make at least one oral presentation of the information at a date, time, and location to be specified by the WA COR in a TD. The location will most likely be Washington, D.C. The contractor shall prepare appropriate briefing materials, specifically, a finalized power point briefing for the oral presentation.
- 4-5 FACTSHEET. The contractor shall develop a fact sheet summarizing the evaluation purpose, questions, methodology, results and recommendations. The WA COR will provide the contractor with a copy of a fact sheet template 7 calendar days after completion of the Final Report.

Deliverables and Schedule Under Task 4

- | | | |
|-----|------------------------------|--|
| 4-1 | Draft briefing with graphics | In accordance with the evaluation methodology schedule approved by the |
|-----|------------------------------|--|

		COR in task 2-5b.
4-2	Draft report	In accordance with the evaluation methodology schedule approved by the COR in task 2-5b.
4-3	Final report	14 calendar days after receipt of comments on the draft report and oral presentations.
4-4	Evaluation Recommendation Taxonomy	3 calendar days after the final report is completed.
4-5	Oral presentation	To be scheduled by the WA COR
4-6	Fact Sheet	7 calendar days after completion of Final Report

Table 1: Summary of Deliverables and Dates

Task	Deliverable	Due Date
Task 1 Prepare Work plan		
1a	Work plan	Within 15 calendar days of receipt of work assignment
1b	Revised work plan	Within 5 calendar days of receipt of comments from CO
Task 2 Document Review and Design Methodology		
2-1a	Participate in conference calls	To be specified by the WA COR
2-1b	Information summary	3 calendar days after call
2-2	Review of Documents/Bibliography, summary of findings	7 calendar days after receipt of documents
2-3	Scoping Memo	7 calendar days after receipt of TD
2-4	Finalize Logic Model	7 calendar days after receipt of draft Logic Model from WA COR
2-5a	Draft Refined Questions	7 calendar days after receipt of TD from WA COR
2-5b	Final Refined Questions	7 calendar days after receipt of comments from WA COR via TD
2-6a	Draft Report Outline	7 calendar days after receipt of TD from WA COR
2-6b	Final Report Outline	7 calendar days after receipt of comments from WA COR via TD
2-7a	Draft Methodology	21 calendar days after receipt of TD from WA COR
2-7b	Final Methodology	7 calendar days after receipt of comments from WA COR
2-8a	Draft Evaluation Assurance Plan	7 calendar days after WA COR approves final evaluation methodology
2-8b	Final Evaluation Assurance Plan	3 days after receipt of comments from WA COR via TD
Task 3 Information Gathering and Analysis		
3-2	Discussion of Data Compilation, Analysis and Presentation Plan	In accordance with Methodology Schedule approved in Task 2-5b
Task 4 Report		
4-1	Draft briefing with graphics	In accordance with Methodology Schedule approved in Task 2-5b
4-2	Draft Report	In accordance with Methodology Schedule approved in Task 2-5b
4-3	Final Report	14 calendar days after receipt of comments on Draft Report from WA COR
4-4	Evaluation Recommendation Taxonomy Form	3 calendar days after completion of the Final Report
4-5	Oral Presentations	To be scheduled by the WA COR
4-6	Fact Sheet	7 calendar days after completion of Final Report

EPAUnited States Environmental Protection Agency
Washington, DC 20460**Work Assignment**

Work Assignment Number

1-32

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Other

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Amendment Number:

Contract Number

EP-W-10-002

Contract Period 11/19/2009 To 11/18/2014

Base Option Period Number 1

Title of Work Assignment/SF Site Name

Effectiveness of CE in OSWER

Contractor

INDUSTRIAL ECONOMICS, INCORPORATED

Specify Section and paragraph of Contract SOW

Pg. 10-11, Element 3, Sec. 1/Para. 1

Purpose:

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Work Assignment:

☐

Work Assignment Close-Out

☐

Work Assignment Amendment

☐

Incremental Funding

☒

Work Plan Approval

Period of Performance

From 08/22/2011 To 11/18/2011

Comments:

The purpose of this amendment to Work Assignment 1-32 is to approve the Contractor's work plan and cost estimate dated September 6, 2011 for 318 hours level of effort, (b)(4) in costs, (b)(4) in fee with a ceiling of \$28,897.17.

☐

Superfund

Accounting and Appropriations Data

☒

Non-Superfund

SFO
(Max 2)☐

Note: To report additional accounting and appropriations data use EPA Form 1900-89A.

Line	DCN (Max 6)	Budget/FY (Max 4)	Appropriation Code (Max 6)	Budget Org/Code (Max 7)	Program Element (Max 9)	Object Class (Max 4)	Amount (Dollars)	(Cents)	Site/Project (Max 8)	Cost Org/Code (Max 7)
1										
2										
3										
4										
5										

Authorized Work Assignment Ceiling

Contract Period:

11/19/2009 To 11/18/2014

Cost/Fee: \$0.00

LOE:

This Action:

\$28,897.17

Total:

\$28,897.17

Work Plan / Cost Estimate Approvals

Contractor W/P Dated: 09/06/2011

Cost/Fee: \$28,897.17

LOE: 318

Cumulative Approved:

Cost/Fee: \$28,897.17

LOE: 318

Work Assignment Manager Name Michelle Mandolia

Branch/Mail Code:

Phone Number 202-566-2198

FAX Number:

(Signature)

(Date)

Project Officer Name Cathy Turner

Branch/Mail Code:

Phone Number: 202-566-0951

FAX Number:

(Signature)

(Date)

Other Agency Official Name

Branch/Mail Code:

Phone Number:

FAX Number:

(Signature)

(Date)

Contracting Official Name Jami Rodgers

Branch/Mail Code:

Phone Number: 202-564-4781

FAX Number:

(Signature)

(Date)